

The Ridiculously Simple Guide  
Building A Test Team

CBPOS

I Can't Believe People Buy Our Software



## Introduction

Here at CBPBOS we have been building highly efficient and quality focussed test teams for over 3 months now. We have a staff turnover rate of around 77% which clearly shows we know how to attract and retain quality staff. As such we decided to release this Best Practice eBook for all those struggling with the challenge of building a good test team. This handy little eBook will become your best friend so keep it close at all times.

Some have said we are mad to share this information. We believe we've hit that sweet spot so why not share it? So here goes:

## Rush In To It

One of the first things to realise when building a test team from scratch is that it can be achieved literally over night. Don't worry about what testing problem you are trying to solve or how your business needs to evolve. Any tester is better than no tester. Just hire them fast. Too much time can be wasted clearly defining what the responsibilities will be. Instead, charge straight

in there and recruit. Don't worry too much about the job specification either. Just get something out there and get people in. Testers are testers wherever you go.

It's also important not to get too hung up on looking for the right personalities. After a few weeks of running tedious test cases any creativity, enthusiasm or initiative will be destroyed so best to start with a tester whose already at their low point.

## Use The Default Certification Filter

One of the easiest ways to recruit an entire team and ensure you get a good standard of tester is to use the tried and tested "certification" filter. Simply ask your recruiter to filter out CVs based on certifications. No certification, no interview. It truly works. Everyone who has a certification is a good tester.



## Outsource Your Recruitment Process To People Who Know Nothing About Testing

One of the easiest ways to hire testers is to let someone with no clue about testing recruit them. So outsource your recruitment to a consultant who has very little knowledge of testing. It's even more effective to use recruitment consultants who have never even heard of testing.

The certification filter is all they need to know about. You just need bums on seats, not people who can think for themselves. As all test cases created should be executable by anyone in the company with little or no prior knowledge of testing, then it doesn't make sense to recruit anyone with any exceptional skills other than being able to click a mouse and operate a keyboard.

A good recruiter, who knows nothing about testing, will instead concentrate on assessing the basic skills needed rather than confusing everyone by actually looking for testing enthusiasm in candidates. The basics:

1. Does the tester have a certification?
2. Has the tester operated a com-

puter with a mouse AND a keyboard before?

3. Has the tester used a spreadsheet?

If YES to ALL of the above then invite to an interview immediately. If NO to any of the above then reject the application. First come, first served. No fuss. No drama.

## Don't invite anyone else in the company to review applications or be in on the recruitment process.

The classic mistake that many people make when they build a test team is to invite people from other departments to have some input. This not only clouds your judgement but it undermines your decision making process. Who cares what the other departments think? Recruit who you want and let them live with it or lump it.

Testing is about quality and quality only. Don't dilute the decision making by thinking about woolly stuff like "bigger pictures" or "team dynamics" or "holistic approaches". Quality. End of.

## Make the interview boring

Make sure the interview is as dry as possible. This will ensure that people don't expect too much from the job. If the interview is fun, creative, vibrant or exciting you may be fooling the applicant in to thinking that testing is fun, creative, vibrant or exciting. This is not fair. Instead make it dull. Make them realise their choice in career enslaves them to repetition, conformance to excessive structure, boredom and mindless clicking. Don't mislead them. You can get done in court for this.

A boring interview also has the added benefit of sorting the ambitious testers (who we don't want - troublemakers) from the accepting testers (who we do want - accepting of this career they have chosen). The ambitious testers will refuse any job offer anyway saving you problems in the long run when trying to curb their enthusiasm.

## Find People With No Passion For Testing

There's a worrying trend happening in the testing community where testers are starting to share their passion and ideas. Communities are springing up all over.

Testers are also shouting about testing being a human, creative, and intelligent activity. This needs to be squashed immediately in the workplace to ensure your quality remains high. The best way to squash this is to not let it happen in the first place.

So when recruiting, search for demotivated testers and hire them, fast. They will not only just get on with the testing but they will also have little energy left to think about anything other than ticking boxes. There is nothing more dangerous than a tester with the freedom to think. If you allow them time to think they will soon be ordering books, subscribing to blogs, tweeting, blogging and attending conferences. This is all time away from running test cases. Squash it.

# Make sure the interview is as dry as possible.

## Create a quality, quality, quality environment

Once recruited it is important that you create an environment that means the test team are the sole department responsible for quality. Not only does this free up the programmers time to get creative and build eye wateringly pretty applications that don't work, but it also means that the pressure of all



things quality lands firmly with your underpaid and undervalued testers. Quality, quality, quality is the mantra. Make them chant it daily. Ensure your team are inflexible about all defects raised. Do not, under any circumstances, let your

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testers learn anything about commercial awareness. For high quality systems it is important that no amount of commercial sense play a part in your release decisions. The customers, market conditions, budget and time, should never come above quality. Make your testers understand this and you will have a group of inflexible, arrogant, determined and stubborn testers. Perfect. Just what you need for a high performing test team. To put the icing on the cake make sure the test team are the ones who make the Go/No Go release decisions.

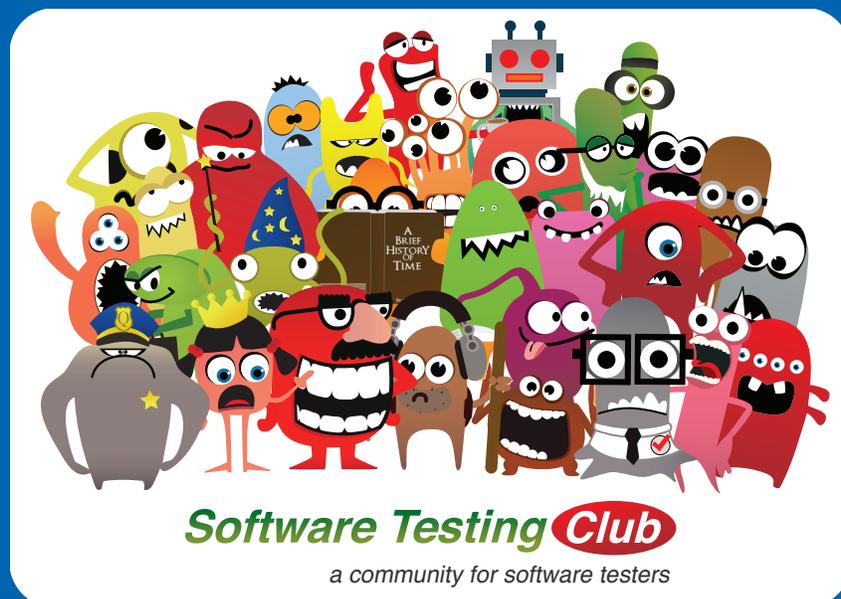
## Automate Everything

Once you have a large group of testers writing new scripts you will face another challenge. That is the challenge of regression testing. To solve this problem it is crucial that you hire a developer to solve your regression burden. The only way to solve all of your regression problems is to automate everything. Fairly soon you will be able to dispose of the test team entirely and have a large suite of automation doing exhaustive testing. Every test can be automated so it's crucial you start to automate your testers out of a job.

Automation is not only cheaper than paying someone but you can guarantee consistent results, fewer mood swings and less admin.

## Outro

If you'd like to find out more or hire us as consultants at a reasonable rate of £900 per day then please dial 0894 WEROCK. Note: Calls are charged at £9.99 per minute.



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